

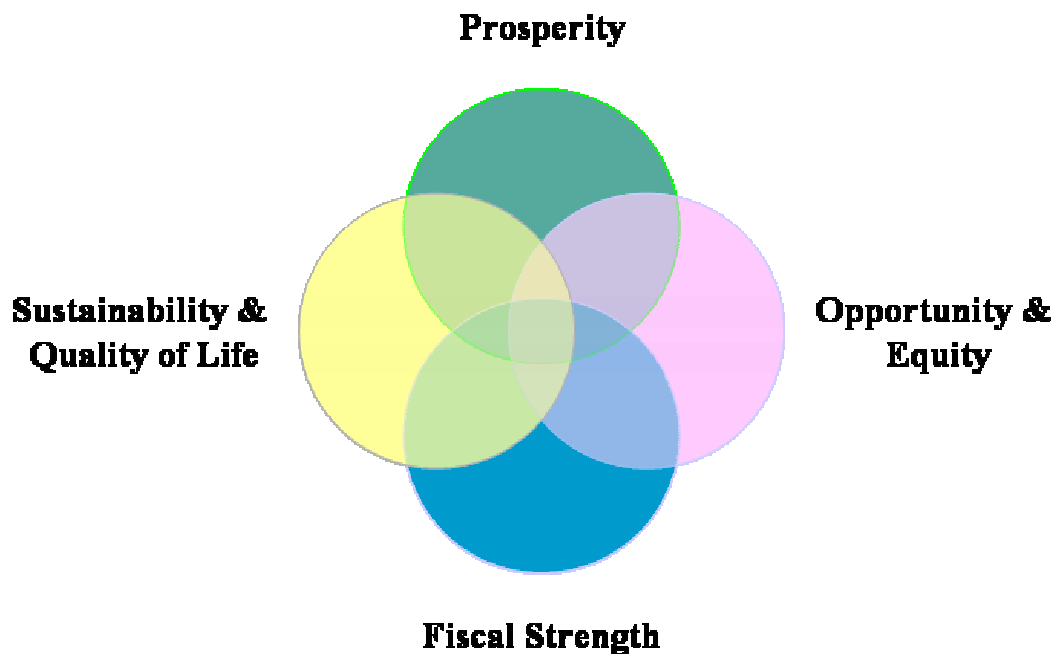
General Plan Community Clusters

Economic Development Element

Please read the draft economic development principles and policies below and provide your input. These draft principles and policies were formulated to address issues expressed by community members during focus groups and city-wide meetings for the Jobs and Business Strategy.

- Please feel free to add new principles if you feel that we have missed something.
- Please feel free to make comments about each principle, in the space provided if you like.
- Add overall comments at the end of the document.

1 FOUR KEY ECONOMIC DEVELOPMENT PRINCIPLES





2.1 IMPROVE ECONOMIC DEVELOPMENT EFFECTIVENESS

2.1.1 ISSUES IMPACTING ECONOMIC DEVELOPMENT EFFECTIVENESS

- A. Long Beach is struggling to find its own vision. With no defined economic development strategy the City struggles with neighborhood politics (NIMBY) versus city-wide politics.
- B. Need more coordination and partnering between various Bureaus and Departments engaged in economic development.
- C. Lack of coordination between departments, for example between public works, planning and redevelopment around maintenance and capital improvement projects.
- D. Insufficient coordination and partnerships between the City and private sector in economic development activities.
- E. Need more resident and business owners involvement when setting economic development priorities
- F. Need current economic and market analysis to inform City activities and to attract potential businesses
- G. Need to work together with partners to achieve a successful economic development outcome.

Goal: Maintain and Implement a Relevant and Effective Economic Development Strategy

- ED 1. Update the City's Jobs and Business Strategy once every five years to: involve Long Beach's residents and businesses in goal and strategy setting and prioritization; ensure that the strategy reacts to current market conditions; and maintain active and committed involvement by City departments and bureaus in strategy implementation. (Issue addressed A, D, F)

Comments:

ED 2. Periodically analyze available economic data to understand the city's economic base, demographic trends, market trends and the city's place within the regional economy. Use this data to guide policy formation, revisions to the City's Jobs and Business Strategy, and for economic development marketing efforts. Make this data public. (Issue addressed A, F)

Comments:

ED 3. Update the Zoning Ordinance in conjunction with a General Plan Update to recognize and provide for ongoing and long term changes in business operations and market trends. For example mixed-use development offers opportunities to improve housing availability while revitalizing outdated and underutilized commercial corridors. (Issue addressed A, C, E)

Comments:

ED 4. Increase cooperation between the public and private sectors, such as the Chamber of Commerce, business associations, neighborhood associations, non-profits, institutions and the City in formulating the Jobs and Business Strategy and corresponding programs. (Issue addressed A, B, C)

Comments:

Goal: The *Jobs and Business Strategy* and this *Economic Development Element* should provide guidance for all City resource allocations and policies of the Redevelopment Agency, the Economic Development Bureau, Neighborhood Services Bureau, Planning and Building Department, Workforce Development Bureau, Special Project Bureau, Public Works and other bureaus and agencies engaged in economic development.

ED 5. All bureaus and departments involved in economic development activities (e.g., the Economic Development Bureau, the Redevelopment Bureau, Workforce Development Bureau, Neighborhood Services Bureau, Housing Services Bureau, Special Projects Bureau, the Planning Department, the Harbor Department, the Water Department, and Public Works) shall work together to coordinate and implement the City's *Jobs and Business Strategy*. (Issue addressed A, B, C)

Comments:

ED 6. Improve communication and collaboration between all partners in Economic Development including:

- The Economic Development Bureau, the Redevelopment Agency, Workforce Development Bureau, Neighborhood Services Bureau, Housing Services Bureau, Special Projects Bureau, Planning and Building Department and Public Works.
- Redevelopment Agency Board, Planning Commission, Workforce Development Board, Community Development Advisory Commission, Economic Development Commission, etc.

Comments:

ED 7. The City shall engage in continuous improvement management techniques to improve the efficiency and effectiveness of City economic development efforts, including: measurement and evaluation of performance and improving accountability. City departments shall report on economic development and continuous improvement outcomes through the budget process.

Comments:

2.2 BUILD A PROSPEROUS ECONOMY BASED ON OUR ECONOMIC STRENGTHS

Long Beach has long focused its economic development efforts on the Trade, Tourism, Hi Tech and Retail sectors, and the City's efforts have paid off in significant low-wage job growth in the tourism and retail sectors. The economy has shifted and the City should focus on rapidly growing sectors with higher-paying job growth such as education, health, professional and business services.

2.2.1 ISSUES IMPACTING TARGET ECONOMIC SECTORS

- A. Long Beach's economy does not offer enough jobs, and the quality of jobs has declined.
- B. The City needs more jobs for people who live in Long Beach.
- C. The City should focus efforts on business sectors that are growing
- D. The City lacks vacant industrial and commercial zoned land and should retain manufacturing facilities and zoning.
- E. Long Beach has lost many good-paying manufacturing jobs and replaced them with low-pay tourism and retail jobs.
- F. Long Beach has a high and growing poverty rate and low per capita income.
- G. Long Beach public resources, arts and cultural resources and infrastructure suffer from low investment
- H. The population has grown without required investments in infrastructure.
- I. Past investments in economic development have not always resulted in anticipated benefits

Goal 1: Target Appropriate Economic Sectors. Long Beach plays a distinct role within the regional economy and efforts should build upon the city's economic strengths.

- ED 8. Work to attract, retain and expand industries and businesses in target sectors that are rapidly growing, offer quality jobs with opportunity for advancement, have a competitive advantage from locating in Long Beach, and/or improve the quality of life in Long Beach. Review and identify the City's target economic sectors every five to ten years to insure economic relevance and improve economic development outcomes. Current target sectors include: healthcare, education, technology and manufacturing, trade.

Comments:

- ED 9. Job creation, attraction and retention efforts should be targeted toward quality, livable-wage jobs with opportunities for advancement or that allow residents to develop the job skills needed for later employment. Job creation, attraction and retention efforts should meet the skill levels of the community's broad labor pool.

Comments:

- ED 10. Balance the supply of commercial and industrially zoned lands with current and anticipated future demand.

- i. Retain existing industrial zoned land, redevelop blighted industrial properties for reuse by new industrial and manufacturing facilities, and discourage encroachment of non-compatible uses around industrial zoned areas.

- ii. Recycle and redevelop unproductive and outdated strip retail and concentrate remaining retail in key retail districts.

Comments:

- ED 11. Strive to address the issues of site size, infrastructure improvements and traffic congestions which may inhibit industrial, institutional, and commercial expansion in appropriately zoned areas.

Comments:

- ED 12. Support, develop and preserve of Long Beach's public resources (libraries, parks, performing arts facilities, community centers, recreation centers, marinas, beaches) as they contribute to a high quality of life and provide public benefits and services to Long Beach residents.

Comments:

- ED 13. Support the development of Long Beach's non-profit institutions and organizations as they contribute to a diversified economy, provide quality jobs, invest in the economy, and provide public benefits and services to Long Beach residents.

Comments:

- ED 14. Support Long Beach's arts organizations, artists and arts institutions, because they contribute to the City's attractiveness as a destination for tourists, and create a rich cultural environment and higher quality of life that attracts employers and higher-skilled employees.

Comments:

- ED 15. Development incentives should be reserved for projects that conform to the Economic Development Element, create a large number of jobs, and/or result in significant private capital investment.

Comments:

2.3 STRENGTHEN SMALL BUSINESS

2.3.1 ISSUES IMPACTING SMALL BUSINESS

- J. Small businesses provide the majority of Long Beach jobs and are owned by Long Beach residents so are less likely to leave Long Beach
- K. Small businesses cannot always access legal, technical and business development services from the private sector
- L. Small businesses are unequally impacted by the cost of doing business and the business license fee in Long Beach.

Goal 1: Attract, retain, expand and strengthen small and medium-sized businesses.

ED 16. Continue to provide programs, such as site-selection, business loans, technical assistance, and workforce development to small and medium-sized businesses and non-profit organizations. (Issues Addressed Q, R,)

Comments:

ED 17. Engage in an effective marketing initiative to inform small and medium-sized businesses and non-profit organizations about City assistance programs. (Issues Addressed Q, R,)

Comments:

ED 18. Support the growth of small, start up, and home-based businesses by ensuring a fair business license fee and tax structure.

Comments:

2.4 STRENGTHEN THE CITY'S ECONOMIC CENTERS

2.4.1 ISSUES IMPACTING LONG BEACH'S ECONOMIC SECTORS

- A. Port growth and resulting traffic congestion and pollution on 710 freeway
- B. Blighted neighborhoods and corridors, lack of code enforcement, absentee landlords, trash in alleys.
- C. Lack of parking
- D. Air, noise and water pollution
- E. Airport Terminal inadequate for current number of flights.
- F. Traffic congestion on local streets.
- G. Deteriorating City Infrastructure
- H. Lack of quality architectural design
- I. City has poor/minimal signage to major destinations, and the city lacks a number of gateways to downtown Long Beach.
- J. A lack of available developable land and a lack of vacant land.

Goal 1: Maintain the economic health of the City's prime economic centers, such as: the Downtown, the Douglas Park Project, the Airport, the Port, North and West Long Beach Manufacturing Districts, Long Beach commercial corridor, Atlantic commercial corridor, Anaheim commercial corridor, health centers, and educational institutions.

ED 19. Work with the **State and Federal** governments to secure funding to improve the I-710 freeway to accommodate anticipated traffic growth from the Port and to reduce traffic congestion to downtown Long Beach.

Comments:

ED 20. Work to attract high quality employers to the Douglas Park project and other potential future projects. Use Douglas Park to position the City as business friendly and to attract high profile flagship technology, R&D and headquarter tenants.

Comments:

ED 21. Coordinate with the City's major institutions, such as California State University at Long Beach, St Mary and Memorial medical centers, etc. regarding anticipated growth plans.

Comments:

ED 22. Modernize the Long Beach Airport Terminal to accommodate current allowable flights under existing noise ordinance.

Comments:

ED 23. Maintain appropriately zoned industrial land in West Long Beach Manufacturing Districts to support quality job growth. Designate and market West Long Beach Manufacturing Districts.

Comments:

2.5 STRENGTHEN OUR NEIGHBORHOOD COMMERCIAL CENTERS

2.5.1 ISSUES IMPACTING NEIGHBORHOOD COMMERCIAL CENTERS

- A. Blighted neighborhoods and corridors, lack of code enforcement, absentee landlords, trash in alleys.
- B. Gangs, graffiti, homelessness, and prostitution in some areas
- C. Gaps in retail offerings: lack of quality retail and a quality retail experience, loss of auto dealers, and lack of community services (banks, grocery stores) in some areas.
- D. Lack of parking
- E. Need stronger community-based economic development efforts that meet that needs of residents.

Goal: Support the development and rehabilitation of neighborhood commercial centers which provide access to needed goods and services, a community focus, improve the quality of life, and strengthen neighborhoods.

ED 24. Pursue opportunities for job growth and economic development, where supported by the community, in urban village centers which are planned for job growth and revitalization.

Comments:

ED 25. The location, size, scale and design of neighborhood commercial uses shall complement and meet the needs of the surrounding neighborhood. Livable community concepts such as pedestrian-friendly development, neighborhood-oriented retail, transit-oriented development and other concepts should be incorporated into all neighborhood commercial areas (see Land Use Element).

Comments:

ED 26. Use cultural resources (cultural art, events, businesses, etc.) to stimulate economic development in Long Beach's neighborhoods, as they draw local residents and enhance public perception of an area.

Comments:

ED 27. Recognize established historic districts and preserve period architecture and neighborhood character for they contribute to the economic vitality of neighborhoods.

Comments:

ED 28. Endeavor to provide an appropriate range of goods and services to residents and businesses in urban centers and villages by encouraging appropriate retail, restaurants, and service businesses in core areas (e.g. Anaheim, PCH, Long Beach Blvd.). Focus on attracting specialty retail and "mom and pop" stores to neighborhoods, not chains and big box retail.

Comments:

2.6 BUSINESS CLIMATE

2.6.1 ISSUES IMPACTING THE BUSINESS CLIMATE

- A. City Hall is perceived as un-friendly to business.
- B. High cost of doing business, difficult tax structure for Business
- C. Lack of coordination between planning, redevelopment and public works with regard to revitalizing specific areas beyond the downtown

Goal: Improve the City's Business Climate and Business Investment Climate

ED 29. Strive to improve the City's reputation as a friendly, accessible and responsive place to do business.

Comments:

ED 30. Coordinate City investments in utilities, transportation and public facilities with economic development opportunities and the City's economic development strategy.

Comments:

ED 31. Provide adequate infrastructure capacity to support new business development.

Comments:

ED 32. Continue to improve the permitting process by shortening timeframes, eliminating unnecessary layers of control, and improving predictability in the review or permit applications consistent with the goals and policies of the General Plan.

Comments:

ED 33. Periodically assess the effect of City and Redevelopment Agency policies regarding taxes, fees, utility rates, zoning controls, etc. on economic development goals.

Comments:

3 OPPORTUNITY & EQUITY



3.1 IMPROVE OPPORTUNITIES FOR CITY RESIDENTS

3.1.1 ISSUES IMPACTING WORKFORCE DEVELOPMENT

- A. Youth is not engaged constructively, many youth are not in school and not working. Need jobs for youth.
- B. Workforce's skill base is deteriorating.
- C. Lack of training capacity in vocational education programs for unskilled workers. Lack of preparation of young people for non-college careers.
- D. Shortage of healthcare workers.
- E. Poor people are not connected to main stream job and education opportunities in Long Beach.
- F. Growth of insulated and isolated cultural enclaves within Long Beach.

ED 34. Work to retain CSULB graduates as residents and workers in Long Beach by developing programs such as a local job-faire and CSULB job referral program to local businesses.

Comments:

ED 35. Encourage the development and delivery of targeted training and vocational education programs that prepare Long Beach residents for employment in fast growing industries and career categories that will add many jobs over the next ten years through the Career Transition Center, Long Beach Community College programs, and other efforts.

Comments:

ED 36. Work through the Workforce Development Board and other workforce development partners to form and implement a collaborative workforce development strategy that leverages resources and improves communication and referrals. Public, private, educational, and non-profit job training programs should coordinate their efforts, informed by real-time knowledge of economic facts and trends to ensure a match between the skills needs of workers and of employers.

Comments:

ED 37. Work more closely with Long Beach Public Schools to provide vocational education and workforce readiness skills, increase graduation rates, combat truancy, reduce the influence of gangs and drugs on youth, and address language barrier issues in education.

Comments:

ED 38. Develop and implement a youth internship program that includes youth mentors and paid internships in partnership with local businesses and educational institutions.

Comments:

ED 39. Encourage job growth that offers employment opportunities to local residents. This policy can be achieved by targeting economic development efforts toward firms that require the skill levels, education of current Long Beach residents and/or adoption of a first-source hiring program (which would ask companies that receive City assistance to work with the Workforce Development Bureau to hire locals for entry-level positions).

Comments:

3.2 REVITALIZE DISTRESSED COMMUNITIES

3.2.1 ISSUES IMPACTING DISTRESSED COMMUNITIES

- A. Air, noise and water pollution
- B. Poverty
- C. Homeless and stereotypes about the homeless
- D. Concentration of crime and parolees
- E. Concentration of social services
- F. Lack of services for senior and disabled communities
- G. Lack of park facilities and open space in some areas

Goal: Engage in coordinated revitalization of distressed areas of Long Beach that have suffered from disinvestment.

ED 40. Target small business loans, entrepreneurial training, façade improvement as well as infrastructure investment, towards the economic development of blighted and distressed areas, corridors, and neighborhoods.

Comments:

ED 41. Support the role of community-based organizations in economic development activities in distressed communities.

Comments:

ED 42. Develop methods to target resources to improve ethnic businesses, which are rapidly growing and employ low-income residents from the Hispanic, Asian and Black communities.

Comments:

ED 43. Embrace and encourage business activity reflecting the diversity of our residents. Enforce small business set-asides and Section III policy for disadvantaged contractors.

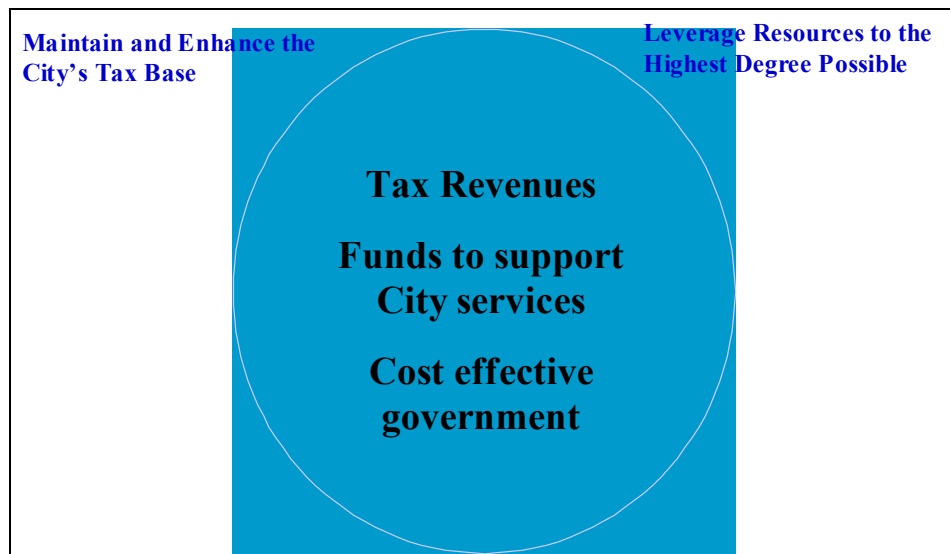
Comments:

ED 44. Continue to maintain and improve the quality of life in our neighborhoods, our commercial corridors, and industrial areas by supporting the City's Code Enforcement, Neighborhood Improvement and Redevelopment programs.

Comments:

ED 45. Continue to eliminate blight, clean up graffiti, redevelop abandoned and vacant properties, and improve building facades to fight crime and deterioration in neighborhoods.

Comments:



4.1 MAINTAIN AND ENHANCE THE CITY'S TAX BASE

4.1.1 ISSUES IMPACTING THE CITY'S FISCAL HEALTH

- A. Long Beach lacks a sustainable and diversified tax base for quality of life services such as police, libraries, parks, and the arts.
- B. A large portion of the increase in property tax revenues is accrued to the Redevelopment Agency rather than the General Fund.
- C. City relies to heavily on Transit Occupancy Tax and Retail Sales Tax revenues for a significant portion of General Fund dollars.
- D. Consider opportunity for an expanded tax base stemming from efforts to expand the value of commercial property and thereby commercial property tax revenues.
- E. Pension requirements will have a long term impact on City's budget.

Goal: Increase the City's tax base by pursuing economic development activities that lead to increasing property taxes, business license tax receipts, sales taxes, and transient occupancy taxes.

ED 46. Property tax dollars that accrue to the Redevelopment Agency (through the Tax Increment) should be used in a targeted and coordinated way to complete effective economic development, job generation, and neighborhood revitalization efforts in target areas.

Comments:

ED 47. Attract and retain retail and tourism businesses which contribute to the City's fiscal strength through sales tax and transient occupancy tax revenues.

Comments:

ED 48. Retail recruitment and expansion efforts should target retail sectors where sales per resident are deficient in the City relative to State averages. Retail strategies should preference assisting local Long Beach retailers to expand over providing incentive to attract new retailers to the City. Retail strategies should preference locally-owned retailers over big-box and chain stores.

Comments:

ED 49. Complete a fiscal impact analysis for major new development projects (>500,000 sq. ft.) to ensure that each new development provides a net positive fiscal impact on the City's budget. A fiscal impact analysis compares the tax dollars generated by a development project (in the form of building permits and fees, property tax dollars, sales tax dollars, transit occupancy tax dollars, and business license fees, etc.) with the cost to the City of providing new services to the project (police and fire services, sewage and water, schools, etc.) to ensure that projects "pay for themselves."

Comments:

4.2 LEVERAGE CITY REVENUES

4.2.1 ISSUES IMPACTING THE EXPENDITURE OF CITY FUNDS

- A. Some economic development projects have not resulted in anticipated outcomes.
- B. Some private sector projects have not "paid their fair share" of costs
- C. City sometimes has an inferiority complex and it "gives away" too much

Goal: Leverage City resources to the highest degree possible to obtain the most benefit for the least cost from redevelopment and economic development efforts.

ED 50. Complete a market analysis and feasibility analysis for all major private sector development projects that receive major investments from the City of Long Beach to determine how large a public subsidy is required for the project and to ensure sufficient market support for a successful project over the long term.

Comments:

ED 51. Require an equitable sharing of the full cost of public improvements between the public and private sector. Improvements specifically attributable to a single development or development area shall be borne by the developer.

Comments:

ED 52. The City should pursue specific businesses or projects when market support is strong. Specifically, the City's role in improving economic feasibility of a project should be limited, unless the project provides highly desirable community benefits or important services. To determine the level of appropriate subsidy the City should complete a market and feasibility analysis before committing more than \$1 million (in loans, land, or other incentives) to a prospective development project.

Comments:

5 SUSTAINABILITY & QUALITY OF LIFE

5.1 QUALITY OF LIFE

5.1.1 ISSUES IMPACTING QUALITY OF LIFE

- A. Crime
- B. Lack of affordable housing, workforce housing, and executive housing. High housing costs.
- C. Overcrowding in housing and schools
- D. Lack of homeownership
- E. Deteriorating City Infrastructure
- F. Lack of quality architectural design
- G. Lack of park facilities and open space in some areas

Goal: Improve the City's quality of life.

ED 53. Encourage a safe and clean city with an updated and revitalized urban landscape, through the implementation of smart growth policies, implementation of livable communities designs, and removal of urban blight.

Comments:

ED 54. Preserve and enhance the community's quality of life assets and character, including: the City's waterfront experience, open-space and recreational amenities, and pedestrian-friendly shopping areas.

Comments:

ED 55. Purchase and create open space and active recreation parks west of Redondo Ave to achieve a balanced supply of open space (eight acres/1000 residents) in the west and central areas of Long Beach. Properly maintained and located passive and active open space can improve the quality of life and property values for residents.

Comments:

ED 56. Continue to develop and encourage the development of quality housing (single family homes, town homes, multi-family apartments, condominiums, and assisted living facilities) to meet the diverse and changing needs of Long Beach residents and workforce.

Comments:

5.2 SUSTAINABILITY

5.2.1 *ISSUES IMPACTING SUSTAINABILITY*

- A. Air, noise and water pollution
- B. Deteriorating city infrastructure
- C. Environmental deterioration
- D. Lack of quality architectural design

Goal: Improve the City's

ED 57. Continue to implement the Sustainable City strategy through the City's Green Building, Environmentally Preferable Purchasing, and waste minimization programs.

Comments:

ED 58. Work with the Port of Long Beach to reduce the environmental impacts, both on and off site, of Port operations and growth. Future growth at the Port must be environmentally responsible.

Comments:

ED 59. Encourage the private sector to implement sustainability measures in the home, office and factory.

Comments: